



**Lancashire
Constabulary**

police and communities together

Neighbourhood Management Summit An Appreciative Approach

Wednesday 26th September

Results and Evaluation

Press Release

Lancashire lead the way on Neighbourhood Policing 25 September 07

Neighbourhood management is the subject of a major conference being held at Lancashire Constabulary's Headquarters in Hutton on Wednesday 26th September.

Attending will be 120 delegates, all representing key, influential partners in neighbourhood management across the county, with the intention of establishing how best to approach working together for the good of Lancashire's communities. This involves discussing what the priorities of the communities actually are, and not just what they are perceived to be.

Lancashire Constabulary has long been at the forefront in NHP (Neighbourhood Policing) and last year achieved the only excellent grade for NHP from Her Majesty's Inspectorate of Constabularies. Much of this success can be accredited to the dedicated staff and the frontline partners the Constabulary works with on a daily basis, delivering services to people at a very local level.

NHP is a huge, nationally driven project that has proven to deliver the ultimate 'holy grail' of policing, leading to increased satisfaction and confidence.

Lancashire's Chief Constable, Steve Finnigan, who will be opening the summit said:

"There are inspirational stories everywhere that demonstrate what we can achieve when we work together for the good of communities. NHP is one of four strategic priorities which support our Ambition to consistently be the best police force in the country.

"The resources and processes behind NHP are well embedded in Lancashire and we now want to broaden our approach out into the next phase of NHP, Neighbourhood Management, which is the purpose behind this event."

Top behavioural psychologist and organisational development specialist Dr Kusum Sahdev, will be facilitating the summit. She has developed an approach to managing change that utilises Appreciate Inquiry (AI), which brings groups of people together to create a catalyst for change. AI focuses on strengths and what is done well, rather than looking at situations as problems that need fixing.

Wednesday's event is the first summit of its kind, with a series of similar events set to follow at a more local level over the next six months. The aim is to work in conjunction with partner agencies across Lancashire and involve community groups including the voluntary sector as well as public services.

Chief Superintendent, Andy Rhodes said; "The people of Lancashire can be reassured that this isn't something that is being done in an adhoc way. The Department for Local Government and the Home Office are placing great emphasis on neighbourhood management and we truly believe it is the key to delivering on public priorities around such issues as community safety, anti social behaviour, feelings of security and safety.

"Our success lies in all the same providers working together towards a common goal. If we focus on our strengths, anything is possible."

Western Division

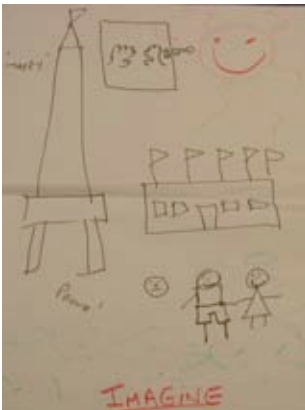
incorporating Blackpool, Lytham, St Annes, Kirkham

Discovery

- Pride
- Feel relief
- Trust
- Reward
- Sense of achievement, team and personal
- Worthwhileness
- Team-working, partnerships, relationships
- Thinking outside the box
- Good organisation, planning and hard work
- Challenge
- Sustainability
- Communication



Dream



- Darling buds of May → children playing out → neighbourliness → laughter → safeness
- Focus where it needs to be → right people, right skills → safer, professional, valued, quality → happy people, happy employees
- Autonomous decision making → seamless and barrierless implementation → responsive, common purpose, trust → better environment, achievements and understanding → improved environment, vibrant community

Design

Collectively/organisation

- Review
- Vision/location
- Establish a shared vision amongst agencies
- Performance management
- Be honest and realistic about what we can and can't do

Personal

- Individual accountability
- Lead by example
- Gain clarity

Northern Division

incorporating Lancaster, Morecambe, Wyre and Fleetwood

Discovery



- Strategy and leadership – vision and goals, agreed outcomes, neighbourhood action plans and groups, underpins everything with everyone in every area
- Attitudes and behaviours
- Initiatives
- Knowledge and understanding
- Joint working and community

Dream

- Understand, take, hold, change
- Environment, communication, participation, good neighbours
- Seamless partnerships
- Leadership
- Communities holding funding and taking decisions.



Design

- More innovation
- Active community involvement
- Learn from experience – no blame
- Less talk, more doing
- Co-ordinated approach



Southern Division

incorporating South Ribble, Chorley and Leyland

Discovery

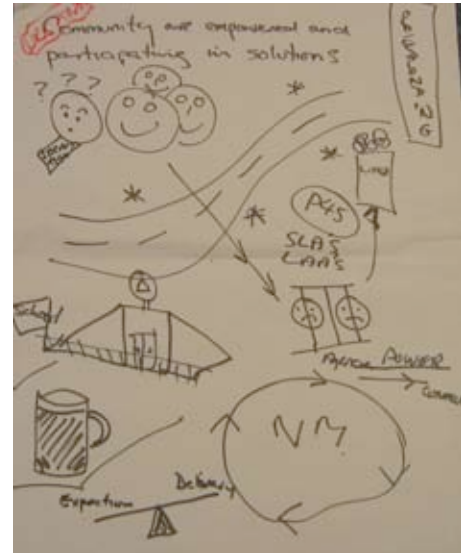
- Continuous professional development → having flexibility and latitude → corporate engagement
- Openness and ability to change → change
- Recognition
- Equality → 'do-able' bending the mainstream
- Getting the job done → driving forward → people's commitment and enthusiasm

Some examples from post-it notes:

- NHP - Mainstream activity - not in silos
- Realisation of success
- Support for innovative ways of working
- Getting the job done well
- Neighbourhoods are different
- Multi agency approach is the key
- Desire to change - do better
- Equality

Dream

- Communication → agency and community
- Responsive → delivery and proactive
- Ownership → buy in from all agencies
- Learning
- Listen → representative group



- Tasking and communication
- What's in it for me? → Quick wins
- Research → gather evidence
- Accountability and responsibility
- Manage expectation
- Community engagement and participation
- Dynamic speed of response
- Community empowerment
- Devolvement of decision making
- Mutual understanding of organisational cultures

Design

What's to happen?

- Alignment of resources and accountability to defined geographic areas.
- Effective tasking and co-ordination
- Measuring of success
- Understanding the needs and demands of partners
- Delivery of services through community engagement



- Owner of common targets
- Quick wins, managing expectation and ownership

What will I do?

- Multi-agency restructure accordingly
- Local contact ID
- Input, output and outcome
- Improved communication and listening
- Closer working partnership

Central Division

incorporating Preston

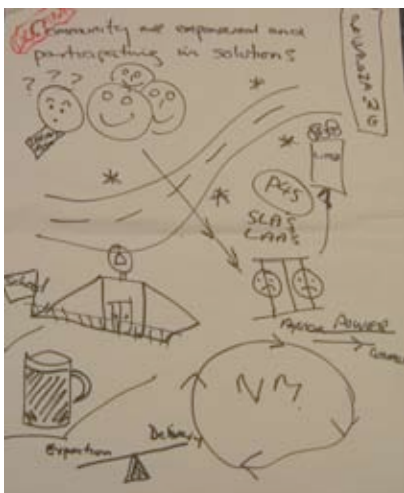
Discovery

- Think outside the box



- Communication (managing expectation)
- Being realistic
- Empowering the team
- Negotiation and mediation
- Identify solutions
- Community engagement

Dream



Design

- Honest interaction
- Shared understanding
- Discuss problems
- Agency volunteers their share of solution
- MAPS and MATAC



Eastern Division

incorporating Blackburn, Darwen, Hyndburn, Ribble Valley

Discovery

- Peoples attitude and willingness to get involved
- Action oriented
- Joint working

- Teamworking
- Engagement
- Communication

Dream



Design

- More pro-active engagement
- Face to face contact
- Questionnaires
- Street consultation
- Commitment to engage in discussion



Evaluation Sheets

Ratings

Rated 1 to 7 where 1 is excellent and 7 is poor

Presentations

Clear and easy to understand 2.3

Topics covered were relevant to you 2.5

Presenters were clearly experts in their field 2.3

Presenters were enthusiastic and positive 2.3

Facilitation

Engaged with the discussions 2.4

Were supportive in clarifying issues 2.3

Enabled the group to achieve its goals during each session 2.3



Venue and administration

Conference facilities 3.4

Food/lunch 2.5

Joining instructions 2.1

Pre-reading materials 2.2

Overall

To what extent did the conference meet your expectations? 2.8

Comments

ABOUT THE DAY

What aspects of the day were particularly useful?



- Meeting people and networking x 37
- Sharing good practice x 23
- Sharing ideas via trade stands x 10
- Active planning with local partners x 8
- Good to look at positives and not dwell on negatives x 7
- What things have worked and are working in other organisations x 6
- Introduction to AI process x 5
- Re-focussing on ideals x 4
- Timeout to think x 4
- Stuart Noble's presentation x 2

- Hearing the GONW perspective and continued support of NHM which is encouraging x 2
- Initial work done in various localities
- The quotes
- Finding out what other agencies do
- Working together on what we do well and perhaps daring to dream about the future and how to make things better.
- Chief Constable's input
- Good facilitation
- Teambuilding
- Blue sky thinking
- Opportunity to think outside the box and see my working colleagues doing the same.
- Critical thinking about where we are now and where we need to be



What could be done differently?

- Different rooms for workshops – too noisy in one room x 33
- More focussed action at the end would have been useful x 3 Longer periods in workshops x 2
- Shorter day, perhaps half day x 2
- More comfort breaks x 2
- Slides for every speaker
- Invite young people – more diversity
- Mix groups so you have more freedom to speak your mind about issues in your areas.
- Need more inspirational speakers who cut to the chase.
- Prior consultation with Neighbourhood Managers
- Less main speakers
- More emphasis on the future
- Not too sure of the circular plenary

What additional support or information would you like to receive that would help you to apply the principles of AI in your workplace?

- More background to AI and more examples of how it has been applied x 3
- Taking the global lessons of good practice and adapting this to local needs and aspirations
- Will be looking to run our own AI day locally
- More details required about the principles, not heard about them before
- Funding opportunities

Any other comments

- Thank you for getting us all together.
- Difficult for facilitators as the room was noisy
- Very innovative day – liked the inter activity
- Feel initial speakers assumed a fairly low level knowledge of neighbourhood management but could be because of the large range of agencies.
- Conference aimed at all agencies but police and local authority driven

- Very useful to the development of wider well-being agenda and work of adult social care
- More time required to focus on outcomes
- Good introduction, follow up required with key stakeholders to change current best practice and drive forward
- Thoroughly enjoyable and informative day, I look forward to the follow on days.

